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AUTHOR Bowen, Gary L.
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ABSTRACT

Retention of military personnel has become a top priority to military leadership. Given the investment made in recruiting and training personnel, it is vital that military decision makers understand the factors that influence the career commitments of service members. Research has demonstrated an increased interest in the influence of family factors on retention. Using an inductive theoretical approach, a model is developed to identify how and under what conditions family factors have been found to impact upon the retention decision making process of military members. This model includes these interactive variables: (1) family/work life cycle; (2) job demands; (3) community embeddedness and satisfaction; (4) marital and family interaction and life satisfaction; (5) satisfaction with military life; (6) spouse support of member's career; and (7) desirability of continuing military life. Despite the growing body of literature on the influence of family factors on the retention decision making process, a number of conceptual and methodological issues continue to plague the research and seriously restrict efforts at conceptual and theoretical integration. Despite its limitations, the model offered is based on an empirical integration of the research literature, and should have heuristic implications for continued research in this important area of policy and program research. A six-page reference list is appended. (Author/ABL)

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The Influence of Family Factors on the Retention Decision Making Process of Military Members

Gary L. Bowen

The University of North Carolina at Chapel Hill

Running head: FAMILY FACTORS

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Abstract

Using an inductive theoretical approach, a model is developed to identify how and under what conditions family factors have been found to impact upon the retention decision making process of military members. Despite the growing body of literature on the influence of family factors on the retention decision making process, a number of conceptual and methodological issues continue to plague the research that seriously restricts efforts at conceptual and theoretical integration. Despite its limitations, the model offered is based on an empirical integration of the research literature, and should have heuristic implications for continued research in this important area of policy and program research.

The Influence of Family Factors on the Retention Decision-Making Process of Military Members

The retention of military personnel has become an issue of national concern. It has been the subject of Congressional hearings and public debates and retention concerns are among the top priorities of military leadership (Callander, 1982). Retention concerns have extended beyond first-term members, where re-enlistment rates are traditionally low, to include second term, mid-career, and even late-career officers and non commissioned officers. Importantly, the goals of retention have expanded from just "retention" per se to the "retention" of high quality performers and individuals in critical manpower shortage areas (Croan, 1986; Rimland & Larson, 1981).

Given the extensive amounts of both time and money required to recruit and train personnel as well as the "lost investment" in senior enlisted and officer members who leave before qualifying for retirement benefits, it is vital that military decision makers understand the factors that influence the career commitments of service members. Only then can they endorse and develop policies and programs that help reduce the turnover rate of experienced and qualified members, thereby increasing the "readiness" of the armed forces.

Over the last decade, the military services have demonstrated an increased interest in the influence that family factors have on the retention decision making process of military members. Stimulated by a substantial increase in the proportion of members with family responsibilities (Armed Services YMCA, 1984) as well as a general trend toward revaluing personal and family life among military members (Orthner & Bowen, 1982), this interest parallels the growing recognition of the interdependence among personal and family well-being, recruitment and retention decisions, and job satisfaction and productivity (Bowen, 1986; Croan, Katz, Fisher, & Smith-Osborne, 1980; Hunter, 1982). This recognition has provided the impetus for the increasing incorporation of support programs and services for military personnel and their families (Hunter, 1982; Military Family Resource Center, 1984).

Despite a proliferation of research on work and family linkages in the military community over the last decade (American Family, 1985; Bowen & Scheirer, 1986), little attention has been directed toward modeling the influence of family factors on the retention decision making process of military members. Given the importance of empirical integration for providing a conceptual underpinning for future research activities, the purpose of this article is to

develop a comprehensive, conceptual model of linkages between family factors and the retention decision making process of military members. In addition to its heuristic implications, such a model should have important implications for policy and program planners in the military community. However elementary, the model should be helpful to planners in identifying potentially promising policy, program, and organizational interventions to enhance the retention of desired personnel, and in developing models to predict quantitative impacts of family-related interventions on retention.

The model developed in this article is based upon a literature review of studies concerning the nature of work and family linkages in the military community. The review was guided by three objectives: (a) to identify how and under what conditions family factors have been found to impact upon the career decision making process of military members, (b) to critique the nature and limitations of the knowledge base to date, and (c) to identify implications for further research activity exploring the interplay of work and family variables in the military community. The overall aim of the review was to generate hypotheses for modeling purposes, to develop "grounded theory" (Glaser & Straus, 1967). Although the bidirectional pathway between work and

family variables is increasingly recognized (Crouter, 1984; Voydanoff, 1980), this paper focuses primarily upon one direction of influence: the family's influence on work, in particular, the family's influence on the retention intentions and behaviors of military members.

Background: A Literature Critique

Although the issue of employee retention has sustained the interest of personnel researchers since the turn of the century (see Mobley, Griffith, Hand, & Meglino, 1979 for a review of this literature in the civilian community), the study of retention in the military services has only recently become a focus of study. The relationship between family factors and retention in the military, as well as in the civilian sector, is even more recent.

Until recently, there was only limited research, largely anecdotal, to suggest the influential role that family factors play in the retention decision-making process. However, since the early 1970s, there has been an increasing number of studies that have reported a link between family factors and retention (Bowen, 1986; Croan et al., 1980). Unfortunately, as will be discussed in more detail below, many of these studies have suffered from methodological limitations, including small, often nonrepresentative or narrowly defined samples (e.g., officer members only), and

inadequate statistical controls. Nonetheless, there is a growing body of literature that attests to the linkages between family factors and retention. In fact, one family variable, spouse support for the member's career, has been identified consistently in the research literature to date as a positive and direct predictor of the retention decision-making process of military members. Stoloff (1972), for instance, found spouse support to be the single most powerful predictor of re-enlistment among Navy enlisted men. This finding has been reinforced in subsequent studies with other military populations (e.g., Bowen, 1986; Grace & Steiner, 1978; Orthner & Bowen, 1982; Orthner & Pittman, 1986; Szoc, 1982). The research by Bowen (1986), Orthner and Pittman (1986), and Szoc (1982) has particular significance because of its scope, its use of probability samples of enlisted members and officers, and its use of inferential statistics (e.g., multiple regression, path analysis, and LISREL) to test the impacts of a wide range of possible predictive variables. With the exception of spouse support, however, there has been a lack of consistency in the findings of studies examining the links between family factors and the retention intentions and decisions of military members.

Despite the growing body of literature investigating the influence of family factors on the retention decision making

process of military members, a number of conceptual and methodological issues continue to plague the research. Since the purpose of this article is to generate hypotheses for modeling purposes using a grounded theoretical approach, it is important to briefly discuss a select number of these issues to highlight some of the challenges to model development and research in this area of study.

Variation in the specification of the dependent variable. The lack of consistency between studies in the conceptualization of the dependent variable poses special challenges to comparing results from research in this area of inquiry. Although most studies have focused on the retention intentions of members (e.g., Bowen, 1986), other studies have focused on the actual behavior decisions of members to continue or terminate military service (e.g., Hõloter, Stehle, Connor, & Grace, 1974). In addition, some studies have used an expanded definition of retention intention, combining this variable with other job indicators, such as job performance and satisfaction with military life and current assignment (Orthner & Pittman, 1986). More attention needs to be directed to studying the advantages and disadvantages of using various operational definitions of retention at the individual level.

A negative view toward intentions to leave and turnover behavior. Studies to date have implicitly viewed loss/turnover behavior as negatively valued. Recent work in the civilian community, however, suggests that not all turnover is "dysfunctional" to the organization (e.g., Dalton, Krackhardt, & Porter, 1981). For example, although turnover can result in the loss of high performers, productivity loss, and replacement costs, it can have positive implications if it results in the displacement of poor performers, increased chances of promotion for those remaining in service, and the infusion of new knowledge and technology via replacements (Mobley, 1982). To fully understand the implications of turnover, future studies need to examine the consequences of loss as well as its causes.

Reliance on member's perceptions of family factors. In recent years, it has become evident that in every marriage there is really two marriages--his and hers (Thompson & Walker, 1982; Walters, Pittman, & Norrell, 1984). In only a few cases, however, have military researchers investigating work and family linkages in the military community employed samples of both husbands and wives (e.g., Orthner & Bowen, 1982). For example, most studies that have explored the relationship between spouse support and retention decision making process of military members have operationalized the

independent variable, spouse support, based on the member's perceptions of the spouse's support rather than the actual stated support of the spouse. In a recent analysis, Bowen (1986) found that the actual stated support of the spouse for the member's career to be a better predictor of the member's retention intention than the perception of the member toward the level of spouse support. To determine the full impact of family factors on the retention intentions and decisions of military members, it will be important in future studies to include the perceptions and attitudes of other family members besides the military member in the sample.

Neglect of the anticipated impact of family life on the retention decision making process of single members. To date, there has been a lack of research investigating the perceptions of single members toward the military community as a place to be married and have a family. It is likely that their perceptions toward the compatibility between the military way of life and family life has an influence on their decisions about a career in the military. In addition, it will be important to investigate the impact that the nonmarital relationships of single members have on their decisions to continue or terminate their military careers.

Lack of stage-specific analysis. To date, research examining the links between family factors and retention

intentions/decisions in the military have failed to consider how such relationships vary across stages of the career and the family life cycle, especially the latter. For example, it is likely that the influence of family factors on the retention decision making process of military members will vary by tenure group (e.g., first term, second term, and so forth). Selected studies have attempted to control for the tenure group of the sample by limiting the sample to certain groups, often specified by years of service or rank. For example, Bowen (1986) in his analysis of family and retention linkages in the Air Force restricted his sample to those members with less than ten years of service. In general, however, there is a lack of consistency across studies in specifying the tenure groups included in the analysis.

In addition to the issues outlined above, there has also been an over dependence in past studies on cross-sectional as compared to longitudinal designs, a focus on bivariate as compared to multivariate analysis, an overreliance on quantitative as compared to qualitative methods for model building, an underanalysis of data sets, and a failure to separate marital and family interactional variables from satisfaction variables. There has also been a service imbalance in the research on the influence of family factors on the decision-making process of military members. By far,

the greatest number of studies have been conducted in the Navy context, where interest in the retention of Naval petty officers started in the mid-1970s. There has also been a tendency for the various services to focus differentially on various aspects of personnel loss with the Army focusing most on first term attrition, the Air Force concentrating heavily on officer retention, and the Navy placing greater attention on retention after a second tour of duty.

Although these issues limit the use of a grounded theoretical approach to generate models of work and family linkages, substantial progress has been made over the last decade in studying the influence of family factors on the retention decision making process of military members. However, it is clear that continued conceptual clarification and methodological and statistical rigor and sophistication is needed in this important area of policy and program research, especially if the purpose is to create explanatory and predictive models for guiding policy and program development.

A Conceptual Model

The aim of this section of the article is to outline a model hypothesizing the direct as well as the indirect path of influence of family factors on the retention decision making process of military members. An attempt is also made

to depict factors that indirectly influence the retention intentions and decisions of military members through their impact upon family-related factors. Following the turnover research of Mobley et al. (1979) in the civilian sector and Orthner and Pittman (1986) in the military sector, satisfaction with marital and family life is depicted as a major mediator between antecedent and outcome variables in the model.

Using an inductive theoretical approach, the process of constructing the model involved first identifying the nature of relevant data and then summarizing the source of the data, the hypothesis hypotheses tested, and the major findings. The development of the model relied primarily on nine empirical studies, selected primarily based on their methodological soundness and use of multivariate analysis (Bowen, 1986; Holoter, Stehle, Connor, & Grace, 1974; Lavee, McCubbin, & Patterson, 1985; Lund, 1978; Orthner & Pittman, 1986; Raney, 1980; Szoc, 1982; Van Vranken, 1984; Woelfel & Savell, 1978).

Since the nature of relationships between variables is an essential focus of inquiry when using an inductive theoretical approach, relationships between variables in each study were examined closely for direction, shape, amount of influence, and length of time involved in the relationship.

In the process, careful attention was given to evaluating the unique limitations of the data and the data analysis that impact upon the confidence that can be placed in the inferences. From this process, more general propositions or hypotheses were induced for purposes of modeling.

As stated above, the nature of literature in the military sector is quite limited in describing the relationship between family factors and the retention decision making process of military members. As a consequence, it is important to emphasize that the process of building a model of the influence of family factors on the retention decision making process of military members is a highly subjective process at this point in time. The conclusions about which inferences are defensible are very much a matter of judgment, and should be viewed as highly tentative and debatable. Although this caution should be keep in mind in assessing the validity of any model that is proposed, the activity itself is a valuable one and is essential to generating hypotheses for empirical testing.

With these caveats in mind, using an inductive theoretical approach and guided by meta-analytical thinking, an analytical model was developed (see Table 1 for an overview of variable domains included in the model and Table 2 for a listing of propositions from the empirical literature

that provide the foundation for the model). This analytic model is presented in Figure 1.

Before summarizing the major components of the model and the relationships hypothesized between components, it is important to underscore several points. First, the development of the model relies exclusively upon findings from research with military samples. Second, the model contains a relatively small number of constructs which represent multiple, related variables (see Table 1). Third, the model explicitly recognizes that there are both member and spouse attitudes, satisfactions, and behaviors and that spouses are also developing retention attitudes that will impact upon the retention intentions and behaviors of members--a serious limitation in most prior research. However, the model is designed from the perspective of only civilian spouses and their military member spouses, the predominant household pattern among married military members. It is possible to expand the model to include situations where both husband and wife are military members. Fourth, the satisfaction dimensions in the model are conceptualized as "relative satisfaction" concepts that integrate satisfaction with the current situation with perceptions of outside alternatives. Fifth, although the model does not explicitly address the anticipated impact of family life on

the retention decision making process of single members, researchers exploring the model could word questions in the future tense to test the validity of the model for single members. Sixth, unless otherwise stated, the model developed assumes a recursive system with only unidirectional influences hypothesized. For purposes of discussion, families are defined broadly to include all individuals whose decisions may be affected by the presence or expected future presence of a spouse, child, or other family member.

Insert Table 1 about here

Insert Table 2 about here

Insert Figure 1 about here

The Proposed Model

Figure 1 identifies the major components of the family/turnover model and hypothesized relationships between components. Table 2 should be consulted for the nature of the relationship between components. Briefly summarizing with the aid of Figure 1, it is predicted that the turnover

behavior of members (X8) will be directly and positively affected by their retention intentions (X7). The level of support from the spouse for the member's career (Y8) is hypothesized to have a positive and reciprocal relationship with the retention intentions of the member (X7). The level of spouse support (Y8) is also predicted to indirectly impact upon the retention intentions of the member (X7) through its indirect and positive impact on the member's level of satisfaction with military life (X6). In addition, the retention intentions of members (X7) are also hypothesized to be directly affected by the member's satisfaction with military life (X6) and by the member's marital and family life satisfaction (X5)--hypothesized to both directly affect retention intentions and to indirectly affect retention intentions through a positive and direct influence on the member's satisfaction with military life (X6).

Like the member, the spouse is also hypothesized to have an attitude toward the desirability of staying in or leaving the military (Y7) that will directly affect the level of support given to the member for continuing the military career (Y8). This attitude for spouses (Y7) is predicted to be directly affected by their satisfaction with military life (Y6), by their satisfaction with marital and family life (Y5), and by their level of community embeddedness and

satisfaction (Y3). In addition, the impact of spouses' satisfaction with marital and family life (Y5) on their feelings about the desirability of continuing or leaving military life (Y7) is also hypothesized as indirect as well as direct through their satisfaction with military life (Y6).

It is predicted that the satisfaction of the member and spouse with marital and family life (X5 and Y5, respectively) are strongly interrelated. The evaluation of marital and family life by both the member (X5) and spouse (Y5) is hypothesized to be directly affected by their respective perceptions toward marital and family interactions (X4 and Y4, respectively), which are predicted to be interrelated, and by their respective levels of community embeddedness and satisfaction (X3 and Y3, respectively). In addition, the member's and spouse's levels of community embeddedness and satisfaction (X3 and Y3, respectively) are predicted to indirectly affect their levels of marital and family life satisfaction (X5 and Y5, respectively) through a positive and direct impact on their respective perceptions toward marital and family interaction (X4 and Y4, respectively). The level of marital and family interaction of the member and spouse is also predicted to vary depending on the respective job demands of both the member and the spouse (X2 and Y2, respectively).

Last, the job demands (X3 and Y3, respectively for members and spouses), and the level of marital and family interaction among members (X4) and spouses (Y4) are predicted to vary over the family and work life cycle for members (X1) and spouses (Y1). The family/work life cycle serves as the exogenous variable in the model and will be discussed in the following section.

The Need for a Life-Course Perspective

Families are dynamic institutions whose membership, function, and needs vary over time. Work careers are similarly dynamic, changing in both form and function over the years (Moen, 1983). As a consequence, to understand variations in work and family linkages, it is necessary to employ a process model of work and family connections. The life-course perspective and role strain theory provide useful concepts for this type of analysis (Voydanoff, 1980).

The concept of work and family "career" is essential to understanding the influence of family factors on the retention decision making process of military members. In its most general sense, the concept of "career" refers to a patterned sequence of activities throughout the life cycle, and includes stages and critical transition points (Aldous, 1978; Feldman & Feldman, 1975; Voydanoff, 1980). Stages are divisions within the career (or life cycle) that are

different enough from one another to constitute separate periods (e.g., the transition from singlehood to marriage). From the process or life course perspective, the intersections and interdependences of work and family career lines may involve competing demands that require scheduling, coordinating, and time and resource management (Kanter, 1977; Voydanoff, 1980). The expanding and contracting demands of work and family roles across the life cycle can create role strain and/or conflict which may have consequences for both work and family performance and stability.

To date, little theoretical or empirical attention has been directed toward examining the interactions of work and family linkages across the life cycle. This is true whether we examine military or civilian literature. Research is required in the military community that traces family and work dynamics over time, exploring the consequences of this process for family dynamics as well as for the retention decision making process of military members. It is likely that there are pressure points at certain intersections of work and family careers. For example, many couples attempt to begin their careers and their families simultaneously. The combined responsibilities for the early development needs of children together with the pace, long hours, and expectations of a new job often present considerable

pressures on young adults and their families.

The Rapoports (1978) have labeled the intermeshing of work and family careers as "role cycling." These intersections become natural intervention points for studying the consequences of transitions in either the work career, the family career or both on the family dynamics and the retention decision making process of the military members.

Conclusion

Despite the proliferation of research on work and family linkages in the military community over the last decade, there has been limited theoretical effort at modeling the influence of family factors on the retention decision making process of military members. Although a number of conceptual and methodological issues limit the comparability of research in this important area of inquiry, a theoretical model is outlined using an inductive theoretical approach. A key aspect of the model is the inclusion of both member- and spouse-related variables--a serious limitation in most prior research.

Given the limitations in synthesizing existing literature exploring the influence of family factors on the retention decision making process of military members, the model is offered as a conceptual and theoretical "strawman." By attempting to integrate the research literature to date,

the model should have heuristic implications as well as implications for policy and program planners in developing interventions to enhance the retention of desired personnel.

As a "strawman," it is hoped that the model will help focus future inquiries into the influence of family factors on the retention decision making process of military members. It is suggested that a combination of quantitative and qualitative methodologies be used to test relationships hypothesized in the model, especially those that incorporate longitudinal designs that follow panels of military members and their spouses over time who are at different stages in the family/career life cycle. The use of qualitative decision making frameworks are also particularly recommended for tracing the process by which members and their spouses make a decision about continuing or discontinuing military service.

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Table 1

Variable Domains: A Synopsis of the Literature

Member	Spouse
Family Life Cycle (X1)	**Family Life Cycle (Y1)**
Marital Status	Marital Status
Years Married	Years Married
Presence of Children	Presence of Children
Number of Children	Number of Children
Age of Youngest Child	Age of Youngest Child
Career Life Cycle (X1)	**Career Life Cycle (X1)**
Number of Years of Service	Number of Years of Service
Rank	Employment Status
Job Demands (X2)	**Job Demands (Y2)**
Work Hours	Work Hours
Family Separations	Nature of Job
Temporary Duty Assignments	
Remote Tours	
Extra Duty Assignments	
Swing Shifts	
Frequency of PCS	
MOS	
Community Embeddedness and Satisfaction (X3)	**Community Embeddedness and Satisfaction (Y3)**
Satisfaction with Location	Satisfaction with Location
Good Environment for Family/ Children	Good Environment for Family/ Children
Size of Personal Network	Size of Personal Network
Relationships with Personal Network	Relationships with Personal Network
Base Responsiveness to Families	Base Responsiveness to Families
Marital/Family Interaction (X4)	**Marital/Family Interaction (Y4)**
Gender Role Attitudes	Gender Role Attitudes
H/W Problem Solving Effectiveness	H/W Problem Solving Effectiveness

Table 1 (Continued)

Variable Domains: A Synopsis of the Literature

Member	Spouse
Marital/Family Interaction (X4) (Continued)	**Marital/Family Interaction (Y4) (Continued)**
Marital Companionship	Marital Companionship
H/W Time Together	H/W Time Together
H/W Sexual Relationship	H/W Sexual Relationship
H/W Role Sharing	H/W Role Sharing
P/C Companionship	P/C Companionship
P/C Time Together	P/C Time Together
H/W Ease of Communication	H/W Ease of Communication
Religious Participation	Religious Participation
Marital and Family Life Satisfaction (X5)	**Marital and Family Life Satisfaction (Y5)**
Overall Satisfaction with Marital Relationship	Overall Satisfaction with Marital Relationship
Overall Satisfaction with P/C Relationship	Overall Satisfaction with P/C Relationship
Satisfaction with Military Life (X6)	**Satisfaction with Military Life (Y6)**
General Satisfaction with Military Life	General Satisfaction with Military Life
Military/Family Conflict	Military/Family Conflict
	Like the Military Way of Life
	Feel Proud to be Part of Military
	Satisfaction with Military Social Life and Protocol
Retention Intentions (X7)	**Desirability of Continuing Military Life (Y7)**
Reenlistment Intent	Desire to Remain in the Military
Extension Behavior	
Turnover (X8)	**Spouse Support (Y8)**
Decision to Continue/Terminate Military Service	Desire for Member to Continue Military Career

Notes: H/W = Husband and Wife; P/C = Parent and Child

Table 2

Toward a Specification of Propositions Concerning the Relationship Between Family Factors and the Retention Decision Making Process of Military Members: A Foundation for Model Development

First-Order Propositions	Second-Order Propositions
Turnover (X8)	
The greater the retention intention, the lower the chance for turnover behavior (Holoter et al., 1974).	
Retention Intention (X7)	
The greater the spouse's support for the member's career, the higher the retention intention of the member (Bowen, 1986; Grace & Steiner, 1978; Holoter et al., 1974; Lund, 1978; Orthner, 1980; Orthner & Bowen, 1982; Orthner & Pittman, 1986; Orthner, Pittman, & Monroe, 1984).	
The greater the member's satisfaction with military life, the higher the retention intention (Bowen, 1986; Mowbray & Scheirer, 1984).	The more the member is satisfied with military life, the higher the retention intention.
The fewer the conflicting demands between military service and family life, the higher the retention intention (Szoc, 1982).	
The higher the member's marital satisfaction, the higher the retention intention (Orthner & Pittman, 1986).	

Table 2 (continued)

First-Order Propositions	Second-Order Propositions
Spouse Support (Y8)	
The greater the spouse's desire to remain in the military, the higher the spouse's support of the member's career. The higher the retention intention of the member, the higher the spouse's support of the member's career (Lund, 1978; Szoc, 1982).	
Desirability of Continuing Military Life (Y7)	
The more the spouse agrees with military rules, the greater the desire to continue military life (Holoter et al., 1974). The more the spouse likes the military, the greater the desire to continue military life (Holoter et al., 1974). The more the spouse feels proud of the military, the greater the desire to continue military life (Holoter et al., 1974). The more the spouse feels that his/her participation in the military provides a contribution to society, the greater the desire to continue military life (Holoter et al., 1974). The greater the spouse's satisfaction with military social life and protocol, the greater the desire to continue military life (Lund, 1978). The greater the spouse's satisfaction with military life, the greater the desire to continue military life (Bowen, 1986; Grace & Steiner, 1978).	The greater the spouse's satisfaction with military life, the greater the desire to continue military life.

Table 2 (continued)

First-Order Propositions	Second-Order Propositions
The more satisfied the spouse is with parent/child relationships, the greater the desire to continue military life (Bowen, 1986).	The higher the spouse's marital and family life satisfaction, the greater the desire to continue military life.
The more satisfied the spouse is with marriage, the greater the desire to continue military life (Bowen, 1986).	
The more positive the military atmosphere is viewed by the spouse as a place to rear children, the greater the desire to continue military life (Bowen, 1986; Orthner, Pittman, & Monroe, 1983).	The more embedded and satisfied the spouse is with the military community, the greater the desire to continue military life.
The more embedded the spouse is in the military community, the greater the spouse's desire to continue military life (Bowen, 1986; Orthner, Pittman, & Monroe, 1983).	
Satisfaction with Military Life (X6; Y6)	
The greater the spouse's support for the member's career, the higher the member's satisfaction with military life (Bowen, 1986).	
The greater the marital satisfaction, the greater the satisfaction with military life (Lavee, McCubbin, & Patterson, 1985; Szoc, 1982).	
The greater the member's satisfaction with military life, the greater the spouse's satisfaction with military life, and vice versa.	

Table 2 (continued)

First-Order Propositions	Second-Order Propositions
Marital and Family Life Satisfaction (X5; Y5)	
The greater the member's satisfaction with marital and family life, the greater the spouse's satisfaction, and vice versa (Bowen & Orthner, 1983).	The greater the marital and family interaction, the greater the marital and family satisfaction.
The more effective the problem-solving in marriage, the greater the marital and family life satisfaction (Orthner & Bowen, 1982).	
The greater the companionship in marriage, the greater the marital and family life satisfaction (Orthner & Bowen, 1982).	
The greater the role sharing in marriage, the greater the marital and family life satisfaction (Bowen & Orthner, 1983; Orthner & Bowen, 1982; Patterson & McCubbin, 1984).	
The greater the ease of communication between spouses, the greater the marital and family life satisfaction (Lavee, McCubbin, & Patterson, 1985; Orthner & Bowen, 1982).	
The greater the sexual satisfaction, the greater the marital and family life satisfaction (Orthner & Bowen, 1982).	
The greater the joint church attendance, the greater the marital and family life satisfaction (Bowen, 1983).	
The greater the joint church attendance, the greater the parent-child relationship satisfaction (Bowen, 1983).	

Table 2 (continued)

First-Order Propositions	Second-Order Propositions
The more positive the perceptions toward base responsiveness to families, the greater the marital and family life satisfaction (Orthner & Pittman, 1986; Orthner, Pittman, & Monroe, 1982).	The more embedded and satisfied with the military community, the greater the marital and family life satisfaction.
The greater the social support network, the greater the marital and family life satisfaction (Orthner & Pittman, 1986; Orthner, Pittman, & Monroe, 1982; Szoc, 1982).	
Marital and Family Interaction (X4; Y4)	
The more positive the member's marital and family interaction, the more positive the spouse's marital and family interaction, and vice versa (Bowen & Orthner, 1983).	
The more embedded and satisfied with the military community, the more positive the marital and family interaction (Bowen, 1983).	

Table 2 (continued)

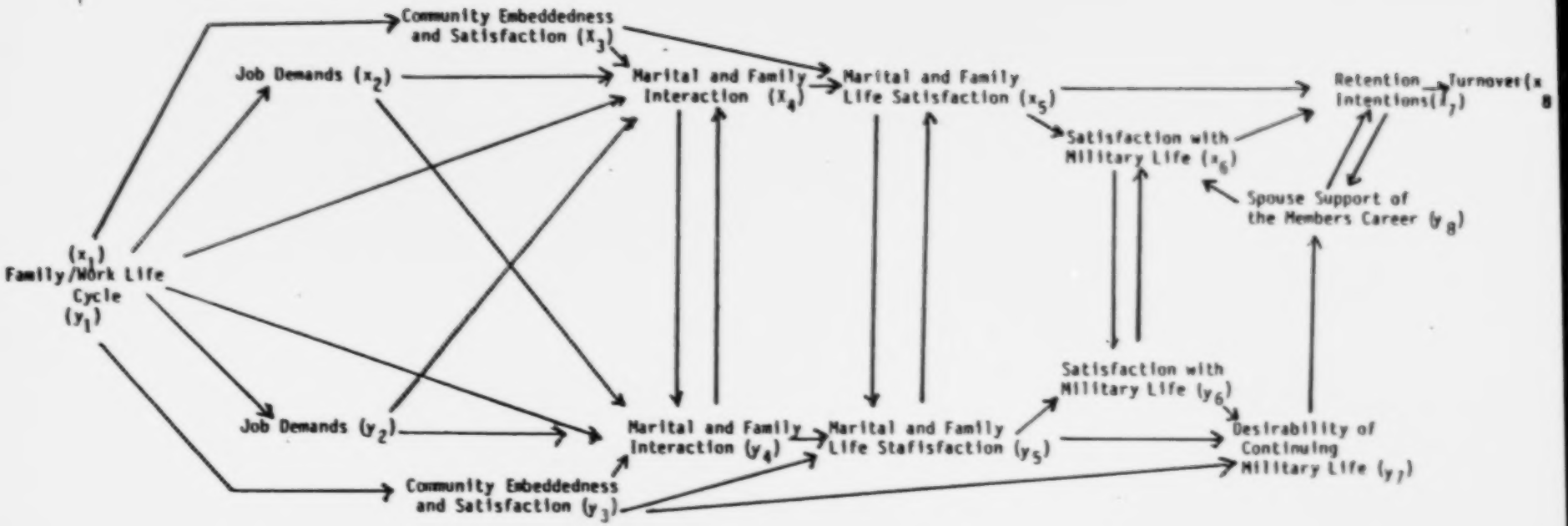
First-Order Propositions	Second-Order Propositions
The more time that the member spends away from home because of job demands, the greater the interference with home life (Raney, 1980; Woelfel & Savell, 1978).	The greater the respective job demands of members and spouses, the less frequent and positive the marital and family interaction.
The more frequent the member's separation from the family, the higher the spouse's parent-child relationship stress (Van Vranken, 1984).	
The more frequent the member's separation from the family, the greater the spouse's feelings of loneliness (Van Vranken, 1980).	
Members and spouses in marriages where the spouse works part-time are more likely to experience lower marital companionship than members and spouses in marriages where the spouse is not employed or works full time (Bowen & Orthner, in press; Orthner, Pittman, & Monroe, 1983).	
Parents of adolescents are more likely to experience lower marital companionship than childless couples and parents of younger children (Orthner & Bowen, 1982).	Parents of adolescents are more likely than other parents to experience less positive marital and family interaction.
Parents of adolescents are more likely to experience higher parent-child relational stress than parents of younger children (Orthner & Bowen, 1982)	

Table 2 (continued)

First-Order Propositions	Second-Order Propositions
Community Embeddedness and Satisfaction (X3; Y3)	
Younger enlisted spouses and members and spouses in the senior officer ranks are more likely to have weaker community relationships with friends and neighbors than more senior enlisted families and members and spouses in the more junior officer ranks (Bowen, 1983).	
Job Demands (X2; Y2)	
The higher the rank of the member, the more hours worked per week (Bowen & Orthner, 1982).	The job demands of members and spouses vary over the family and work life cycle.
Childless spouses and those with children older than six years of age are more likely to be employed than spouses with children under age six (Bowen & Orthner, 1982).	

Figure Caption

Figure 1. A proposed model of the relationship between family factors and the retention decision making process of military members.


Community Embeddedness and Satisfaction (X_3)
Job Demands (x_2)
Marital and Family Interaction (X_4)
Marital and Family Life Satisfaction (x_5)
Retention Intentions(x_7)
Turnover(x_8)
Satisfaction with Military Life (x_6)
Spouse Support of the Members Career (y_8)
(x_1) Family/Work Life Cycle (y_1)
Satisfaction with Military Life (y_6)
Job Demands (y_2)
Marital and Family Interaction (y_4)
Marital and Family Life Stafisfaction (y_5)
Desirability of Continuing Military Life (y_7)
Community Embeddedness and Satisfaction (y_3)

x= member's variable domains
y= spouse's variable domains